PMs' Issues Before the Job

P-B-A. Geographic Moves

P-B-A.1. Geographical relocation continues to be a major issue. Some will want to relocate and others won't.

Needs of the individual and the Army are balanced {#111}

With a change in culture, it is common to have two wage earner families. Geographical moves seriously affect the family, especially in the bad economy. {#7}

Point is that some folks don't want to move. I am not one of them (not author of original comment), but this needs to be addressed in civilian workforce. {#119}

Civilian PMs may be required to relocate every 3 years due to AAC mobility requirements. This could result in financial lost. {#137}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-A.2. Gov't. housing and/or allowance should be made available for those PM that relocate when accepting the position.

A good idea -- and one which will cause severe resentment among the military with whom the civilian will have to work. There are cases where civilians can be assigned to govt housing -- I have never even asked because it would have generated hard feelings among the military I had to work with. {#163}

This is an indicator of why competing military versus civilians for the same PM slot is unhealthy. It generates ill will among the AAC. {#166}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-A.3. Civilians who attend SSC are required to go on Long Term Training TDY vs. allowed to do a PCS. Choice desired.

Root Issues
Cross Reference: _____, _____, _____
****

PMs' Issues Before the Job

P-B-A.4. Lack of Sponsor at new station.

Root Issues
Cross Reference: _____, _____, _____
****

P-B-A.5. No support structure for Acq. corp civilians who PCS. No one explains process, rights and limitations.

This is how CPO operates. {#150}

There is no support systems in place to help civilians when they must PCS. {#146}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-A.6. No return rights available or being able to apply at your home base.

I believe that many civilians do not apply for the Board Select PM positions due to the requirement that they may to to relocate geographically. When an individual signs up to be an active military, they understand that they will move numerous times during their career. A civilian on the other hand will establish much deeper roots knowing that the only reason they would have to move is if their position/organization relocates, there is a post closure, or if they desire to transfer. The civilians have a different mind-set than military do.
{#106}

OK. Applying for a specific location should be allowed. {#135}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-A.7. No ability to turn down jobs at new station without prejudice

Root Issues
Cross Reference: _____, _____, _____
****

PMs' Issues Before the Job

P-B-B. Training

P-B-B.1. There is a lack of adequate training for civilian PMs who manage military PMs. The Army does not train civilians on how to manage military.

The only such training is in the Leavenworth week of PCC. There is an update by PERSCOM in that week as to the trends in OER's -- it is NOT an introduction to the military personnel and rating system. That training for a civilian manager is missing from any formal training program -- the civilian PM must get up and go get educated on his own. The information is there. {#156}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-B.2. Despite having been selected as a Product Manager and a Project Manager, I did not slated to receive the Pre-Command Courses as well as the Exec PM Course. I observe the military who are hand managed with refresher courses and school specific training. Why the difference?

Issue: Inconsistently applied between individuals.

Two points:

1. Multiple organizations involved with the management of the PM positions.
2. Planning for the scheduling of the schools assumes a year from selection to taking command. This is not always the case.

Planning of careers should be continuous not just cold 3-6 months from the programmed date. {#154}

My first Project Mgr selection in 1998: I personally contacted DSMC about the Exec PM Course because I knew about the course -- after reporting, my PEO said I should attend the Ft Leavenworth week of PCC -- I attended both on program funds.
My second Proj Mgr selection this year: the AMB rep asked me what I wanted to attend -- I asked for and attended the Engineer branch and the Leavenworth PCC's both on AAESA funds. {#155}

Root Issues
Cross Reference: _____, _____, _____
****

PMs' Issues Before the Job

P-B-B.3. All civilian PMs should be automatically boarded for SSC similar to military counterparts based on PM application package.

Root Issues
Cross Reference: _____ , _____ , _____
****

P-B-B.4. The Army is transforming to the Objective Force. Selected Programs of Instruction (POIs) are being evaluated and revised to determine the appropriate skill set required for our future leaders. Is this being done for future civilian leaders? One example of a course under evaluation is Army Pre-Command Course.

Root Issues
Cross Reference: _____ , _____ , _____
****

P-B-B.5. We need preparation for dealing in the political world of the PM--particularly outside DOD agencies. Govt project engineering doesn't prepare us for world of raw politics. I was generally left to fend for myself with presidential appointments/gubernatorial appointments/elected officials. No management support

Root Issues
Cross Reference: _____ , _____ , _____
****

PMs' Issues Before the Job

P-B-C. Pay

P-B-C.1. The compensation level for a PM is far from adequate with the responsibility he has to perform.

> Should ensure that PM's pay is appropriate for position that they are going into. Should not be paid substantially less than rest of PM office {#157}

> There are no management offsets for being a manager vs. non-manager {#158}

> Civilians are paid according to the established scale and so are military. We as civilians should not complain about the pay -- and our leaders should not say that we are overpaid either. {#161}

> This is another indicator of why competition of military versus civilian is unhealthy. The military perception is that civilians are overpaid. Problem is that the civilian's pay is visible because it comes out of program funds while the military PM's pay is hidden because it is centrally funded and "free" to the program. {#172}

> The whole compensation issue is a dangerous one to pursue. I'm fairly sure I don't want my "Total" compensation to be equivalent to my military equivalent. {#185}

Root Issues
Cross Reference: _____,   _____,   _____
****

P-B-C.2. Compensation for a person to transfer from a Demo project to Product Manager or Project Manager is not adequate. For example, I was under the RDEC Lab Demo before being selected to Product Manager (DB IV). The overall compensation I received to take Product Manager (i.e. Bonus, etc) was less than I would have received under the Lab Demo. I was told if I did not take the Product Manager's job I would be kicked out of the Acquisition Corps.

> The key word here is "bonus". The basic level of pay cannot be lower due to "save pay". Cannot count bonus because that may or may not be merited. {#162}

> Then don't be a PM. If your goal is to be an engineer division chief, that's OK. Not everyone wants to be a PM -- if you don't want to be a PM for it's own sake, you should not be one. {#176}

Root Issues
Cross Reference: _____,   _____,   _____
****

PMs' Issues Before the Job

P-B-D. Board Selection

P-B-D.1. Civilian PMs are not first choice for the position.

Root Issues
Cross Reference: _____,   _____,   _____
****

P-B-D.2. About 95% of the civilians who apply for a PM Board are not selected. Need feedback on the non-selects so that they can improve their competitiveness for future boards.

> I don't think the goal should be to get everyone to apply. {#92}

Root Issues
Cross Reference: _____,   _____,   _____
****

P-B-D.3. The slate of PM jobs open to civilians or 'best qualified is small compared to the military. The important or large or most visible PM jobs are coded for military only. There should be consideration given for more civilian PM opportunities. The notion that certain PMs need to be military because of the understanding of the Army is not correct. That is why they have TSMs. Industry has PMs that build systems and none are military.

> If we have military only positions we should also have civilian only positions as well as having best qualified. {#160}

Root Issues
Cross Reference: _____,   _____,   _____
****

P-B-D.4. The selection criteria for selection boards needs to be reviewed. If few civilians are making it through the boards then either the selection criteria is too heavily weighted towards the military or the personnel makeup of the selection boards is too heavily weighted with military personnel.

Root Issues
Cross Reference: _____,   _____,   _____
****

PMs' Issues Before the Job

P-B-D.5. Feedback indicates that civilian application packages don't fare well against their military counterparts at PM Boards, especially in terms of the Senior Rater Evaluation Potential Evaluation (SRPE).

Root Issues
Cross Reference: _____, _____, _____
****

P-B-D.6. The leadership needs to perhaps order the selections so that initial selections are for an ACAT program of less importance and at the next position change, for the individual, move to a higher ACAT program.

> Why? The military is not treated this way. {#165}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-D.7. We should not have to apply for each board-should have to decline only.

> I agree. We should be able to just update the ACRB and last appraisal. {#53}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-D.8. Civilian PMs do not get the choice of turning down positions.

> Sure we do. We can always quit. {#169}

> Compensation for a person to transfer from a Demo project to Product Manager or Project Manager is not adequate. For example, I was under the RDEC Lab Demo before being selected to Product Manager (DB IV). The overall compensation I received to take Product Manager (i.e. Bonus,etc) was less than I would have received under the Lab Demo. I was told if I did not take the Product Manager's job I would be kicked out of the Acquisition Corps. {#192}

Root Issues
Cross Reference: _____, _____, _____
****

PMs' Issues Before the Job

P-B-D.9. Slating/assigning PMs to programs that are candidates for near term termination

Root Issues
Cross Reference: _____, _____, _____
****

P-B-D.10. Training at a number of the schools that the military considers "vital" for their career path does little to help the civilian perform well in the acquisition world. Schools such as CG&S, War College, Army Staff College, etc, are essential "ticket punches" for military to advance but they add little to the ability of the civilian to perform in the acquisition corps. This may lead to the selection boards discriminating against the civilian applicants.

> I disagree. The MAM course, AMSC and other schools (PME/OLE) have made me more competitive. {#170}

> Prepare a list of equivalent schools, awards, experience, etc as "cheat sheet" to board members {#182}

> The point of any school is for you to learn something. If you didn't learn, that's your fault. Any school has information that can improve your ability -- learn it. {#195}

> This comment feeds the perception that civilians are not worthy of sending to training and selecting to be PM's. {#196}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-D.11. Publish the criteria for the board selections so that civilians can prepare packages that are more competitive

Root Issues
Cross Reference: _____, _____, _____
****

P-B-D.12. What is the makeup of the selection board? How can a civilian volunteer to sit on a board?

Root Issues
Cross Reference: _____, _____, _____
****

PMs' Issues Before the Job

P-B-D.13. Publish criteria and evaluation process. Establish criteria and require board members to complete evaluation form for each package. This provides feedback to applicant as well as focus for the board members--more objectivity in the evaluation.

Root Issues
Cross Reference: _____,   _____,   _____
****

PMs' Issues Before the Job

P-B-E. Competition vs. Military

P-B-E.1. Civilians are often not competitive with military. Most civilians do not have the history of assignments across various commands. Hard to compete with military.

> True. {#57}
>
> That is the point. A functional specialist should not be a PM -- civilian or military. A PM needs a broader background across more than one function -- but not necessarily commodities or commands. Cross command and cross commodity experience is (or should be) a plus. {#180}

Root Issues
Cross Reference: _____ ,   _____ ,   _____
****

P-B-E.2. There is no clear, stated, objective as to why the AAC has or needs civilian PM's. What is the AAC trying to accomplish by having a civilian PM program? Six years ago when this program started, it was said that the AAC did not have enough military to fill all the needed PM positions - is this still true? If not, maybe we don't need many civilian PM's. If the objective is to develop civilian leaders, then to lead what? Without knowing what we are trying to do, it is impossible to design a personnel system.

Root Issues
Cross Reference: _____ ,   _____ ,   _____
****

P-B-E.3. There exists a significant feeling in the workforce that most and the best jobs will go to uniformed AC.

> Civilian PMs do not always get the best projects. They usually get the under funded and low visibility projects. {#56}
>
> This should not be a "feeling", this is reality. {#173}
>
> Most will go to military -- what is the problem with that? "Best" is in the eye of the beholder -- all PM jobs are good. Take charge and do good for soldiers. {#181}
>
> Another indicator of unhealthy competition. {#183}
>
> Military perception is that civilians get the easy jobs. {#184}
>
> When we, civilians, say that it "sucks" being a PM, we encourage military to look down on us. If we don't want to be leaders, we should not apply. That attitude feeds the perception that civilians are not leaders - don't want the hard jobs - are overpaid, lazy, etc etc. {#194}

PMs' Issues Before the Job

Root Issues
Cross Reference: _____, _____, _____
****

P-B-E.4. A civilian career and a military career are different.

Still not handled the same as the military-can we ever be?. {#12}

NO. {#51}

Trying to mirror the military career path is impossible> If we had wanted to be in the military we would have chosen that path. We cannot change direction and join the military to become a PM, but it works the other way for the military. {#81}

They are different and that is OK. The military MUST have a PM job -- PM is only one of many jobs a civilian can have and still be successful. Competition between military and civilian for same PM slot is unhealthy. Should recognize the differences in career and reserve A FEW slots for civilians. Then we, AAC, will be able to manage careers of both. {#186}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-E.5. Will the move to the Acquisition Demo make civilian PM board applications even less competitive? There are no provisions for Senior Rater input on evaluation forms.

Having sat on PM board and talked to members of other boards, the acq demo forms are VERY hard to interpret. They are also not designed for any kind of selection process -- just for pay purposes. The old TAPES evaluation form and the SRPE are much more helpful for selection purposes. {#187}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-E.6. There is a lack of commitment and participation of AAC GO's in the civilian PM program. I have heard AAC GO's refer to civilian PM's as an "experiment". Of the several AAC GO's I have asked for advice, all said "go talk to an SES" -- but current SES's do not know or have experience with civilian PM's. I have not observed AAC GO's discuss or become involved in the civilian PM process.

I had a PEO tell me that civilians have a place in the PM Shop, but not to be in charge. {#177}

PMs' Issues Before the Job

GO commitment is necessary if post-PM positions are to be identified and reserved for prior PM's. {#188}

It may be that this attitude results from the unhealthy competition between military and civilian for key jobs. This can lead to backlash showing up in reduced board selection of civilians. {#191}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-E.7. Identify certain PM positions as civilian only.

Or as civilian preferred. {#175}

This is the way to solve the unhealthy competition between civilians and military. It would make it possible to really develop a career path -- to compare like files for selection board -- to determine appropriate training. Most importantly, it would help heal the bad feelings between military and civilians. {#193}

In FY98 and before, we did identify civilian only positions. {#197}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-E.8. The Personnel Demo has created an inequity between military and civilian personnel in the same type of position in the same organization. For example, a civilian project manager is senior rated by the Pay Pool Manager who could be a GS-15 or SES (DPEO or PEO), but the military project manager is senior rated by the MILDEP to the AAE. Given the emphasis by selection boards on Sr. Rater Potential comments, it is critical that civilians and military be treated equally and such inequities in who the senior rater is be corrected and not occur at any level (e.g., APM, product manger, project manager) in any organization (HQDA, PEOs, PMOs, etc).

Root Issues
Cross Reference: _____, _____, _____
****

PMs' Issues Before the Job

P-B-F. Career Path

P-B-F.1. Consider track for civilians that move them up through ACAT level PMOs.

Root Issues
Cross Reference: _____, _____, _____
****

P-B-F.2. Lack of advanced planning-developing a career path with multiple branches-timing

> No one other than you does "career planning". {#44}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-F.3. Command Select List (CSL) positions that are categorized as Best-Qualified are limited to the 05/06 level. Recommend additional, higher graded positions, be boarded such as DPEO slots and PEO slots.

> I think that ALL Acq corps positions ought to be central referral. PM/DPM/DPEO should all be central select.
>
> **Not a shared opinion for the DPM slots. {#178}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-F.4. It is not clearly defined as to which training, education, and job assignments best prepare one for a PM position. Experience with industry would also be helpful.

Root Issues
Cross Reference: _____, _____, _____
****

P-B-F.5. There is a perception that if a civilian is selected that he/she might have to move after the PM tour is over. Many are not interested in attending post-PM college or moving.

Root Issues
Cross Reference: _____, _____, _____
****

P-B-F.6. Civilians truly make their careers long lasting, 30-40 yrs not like the military which is anywhere from 20-30 yrs.

PMs' Issues Before the Job

Root Issues
Cross Reference: _____, _____, _____
****

P-B-F.7. The leadership needs to perhaps order the selections so that initial selections are for an ACAT program of less importance and at the next position change, for the individual, move to a higher ACAT program.

Why? The military is not treated this way. {#190}

Root Issues
Cross Reference: _____, _____, _____
****

P-B-G. OTHER

P-B-G.1. The help I received by those in the WDC offices of the AAC was and is fantastic. Once selected I started getting calls to schedule training…. something that never occurs in other career fields. The folks that I have worked with have always been extremely helpful and knowledgeable.

Root Issues
Cross Reference: _____, _____, _____
****

P-B-G.2. It appears as though much has been done in this area to allay fears of unwanted mobility, by indexing the movement process.

Root Issues
Cross Reference: _____, _____, _____
****

P-B-G.3. Military in PM Positions should be the exception, not the rule.

Root Issues
Cross Reference: _____, _____, _____
****